

Investor Day Materials

Bridge Business

IHI

June 2, 2026

IHI Corporation

Jun Kobayashi

Representative Director and Senior Executive Officer

What is the Bridge Business?

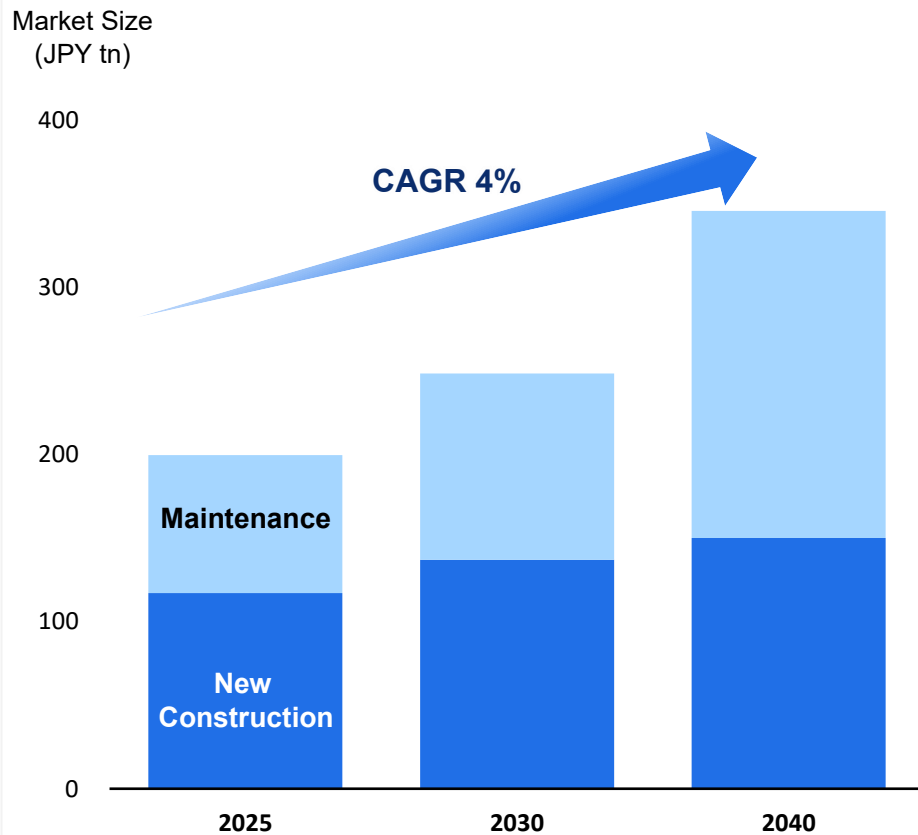
- Social infrastructure that connects separated areas and supports the prosperity of people at its core
- Directly linked to the safety and security; reliability is the paramount requirement for builders
- Stable demand towards future, underpinned by reliable financing.

Our Goals

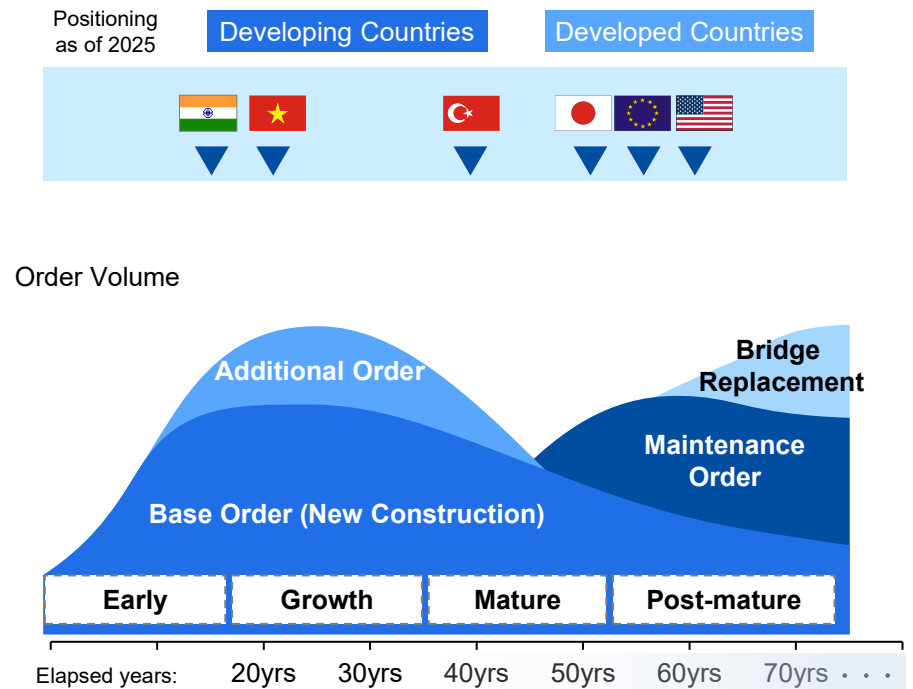
- Improve profitability by focusing on high-value-added projects, leveraging trust, track record, and core technologies built over 140 years
- Target aging infrastructure market in North America and Europe as strategic regions for growth, and become global leading player utilizing our strengths

The market size is approx. ¥200 trillion/year; a stable market dominated by public works
 Developed country local market faces structural changes as aged bridges increases

Global bridge infrastructure market outlook



Illustrative order volume by Developed and Developing Countries



- Decline of local companies as new construction decreases. Loss of design expertise among project owners
- Expansion of integrated design-build contracts as maintenance needs grow

Advantage

01

Proven Track Record that are Recognized Globally

Advantage

02

Comprehensive Engineering Capability to Complete High-Value-added Projects

For Profit
Expansion

Establish solid partnership to capture the expanding maintenance market outside Japan

Records and trust established through continuous efforts in building bridges

Japan

Maintenance

Completed the 300m bridge replacement in an **ultra-short, 2-week window**

IABSE AWARDS 2025 For Rehabilitation



Expressway Daishi Bridge
Photo courtesy of Metropolitan Expressway Co., Ltd.

Romania

New Construction

Integrated design & construction of the **country's longest bridge** with Italian leading partner JSCE Tanaka Award 2023, JSSC Achievement Award 2024



Braila Bridge

Turkey

New Construction

Maintenance

Lifecycle contribution from initial construction to upgrading, **seismic retrofitting** executed with Turkish construction partner The 4th Japan Construction International Award (MLIT)



Second Bosphorus Bridge

US

Maintenance

Huey P. Long Bridge Widening (Upgrade) : together with US major contractors, World-first method **shortened schedules** and **minimized river traffic restrictions** Alliant Build America Grand Award (2012)

Why IHI?: Accumulation of Comprehensive Engineering Capability to Meet the Needs of Local Markets Worldwide

Realize total project optimization through combinations of core technologies towards bridge lifecycle and flexible collaboration with partners

IHI Core Technologies

Design

- ✓ Seismic/wind resistance, Life extension
- ✓ Steel-concrete hybrids



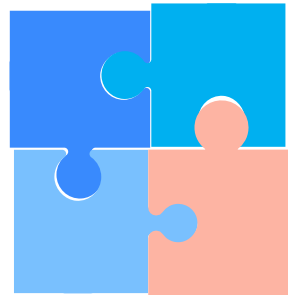
Construction

- ✓ Complex works
- ✓ Manage on-site work directly



Project Management

- ✓ Contract management
- ✓ Project development & Proposal



Partner Strength



- ✓ General construction
- ✓ Securing work force
- ✓ Local regulations
- ✓ Client relations

Achieve total optimization in high-value added projects in target countries



Expand High-Value-added maintenance projects, backed by technological synergies brought through new construction and maintenance projects, and achieve high profitability and ROIC

Leverage the experience to further grow revenue in regions with solid partners

Synergy btw new construction & maintenance
Leads to success in high-value-added projects



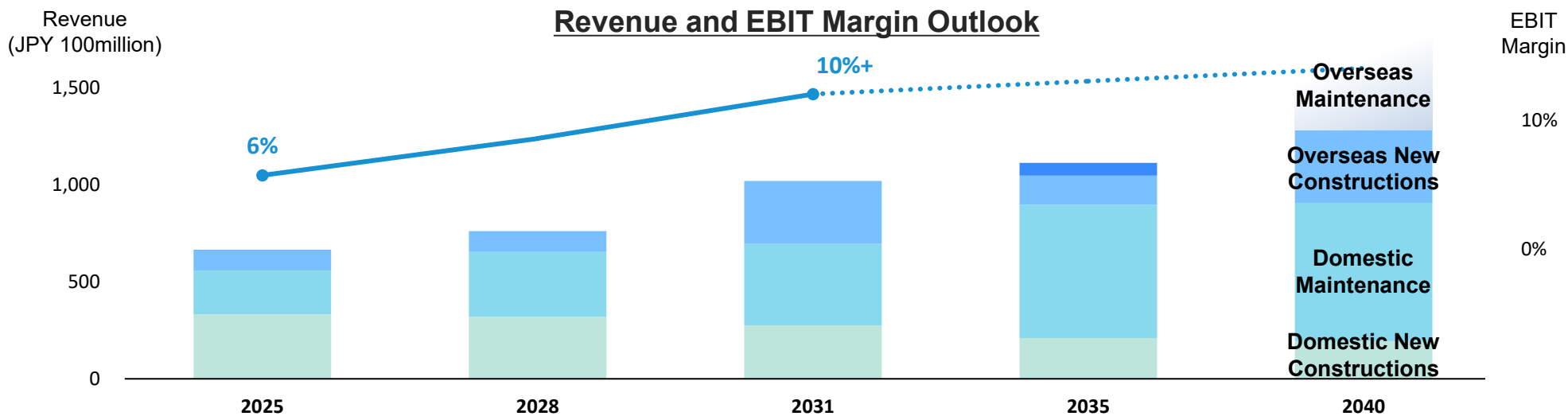
Photo courtesy of Metropolitan Expressway Co., Ltd.

Expand Revenue

Regional & Partnership Strategy

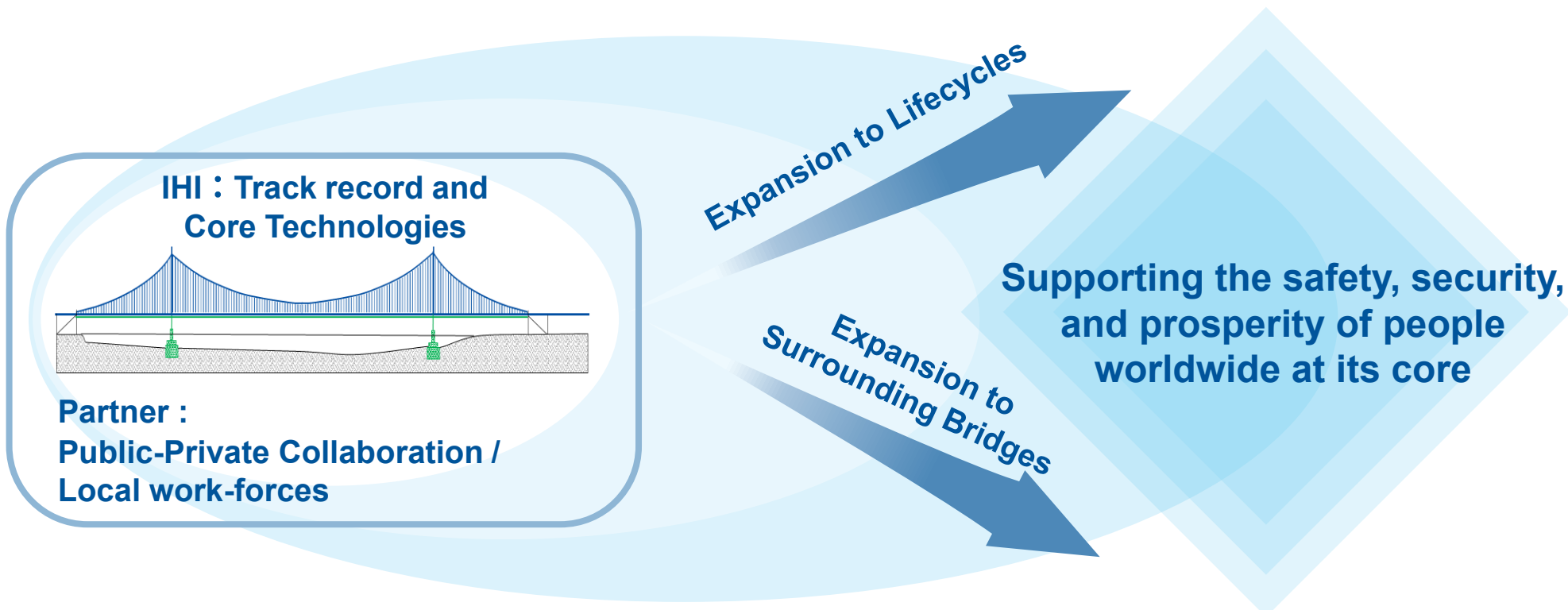
Improve Profitability, ROIC

Revenue and EBIT Margin Outlook



"From Points to Lines, and Lines to Areas"

Collaboration with leading local partners in North America and European countries



Previous Partnering

- ✓ Short-term Collaboration
- ✓ New Construction or Maintenance
- ✓ Specific Bridge Focus

⇒ 「Points」



Future Partnership

- ✓ Sustainable, Long-term Collaboration
- ✓ New Construction + Maintenance Synergy
- ✓ Expansion to Surrounding Bridge Networks

⇒ 「Points → Lines → Areas」



Forward-looking figures shown in this material with respect to IHI's performance outlooks and other matters are based on currently available information, and therefore contain risks and uncertainties. Consequently, you should not place undue reliance on these performance outlooks in making investment decisions. Actual results could differ materially from those discussed in these performance outlooks due to several important factors. They include political environments in areas in which IHI operates, general economic conditions, and the yen exchange rate including its rate against the US dollar.